



MWR Guide for **BRAC** INSTALLATIONS



ARMY MORALE, WELFARE AND RECREATION (MWR)
GUIDE FOR BASE REALIGNMENT AND CLOSURE (BRAC) INSTALLATIONS
BRAC 2005

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ARMY MORALE, WELFARE AND RECREATION (MWR)

GUIDE FOR BASE REALIGNMENT AND CLOSURE (BRAC) INSTALLATIONS

INTRODUCTION

1. The checklists contained in this guide are designed to help MWR managers at closing installations identify and address the challenges in a BRAC scenario. The underlying consideration is to meet all requirements that flow from the following missions:

a. Base Realignment and Closure (BRAC): To carry out goals articulated by the President of the United States and the Secretary of Defense, such as:

(1) Close bases quickly, but in a manner that will preserve valuable assets to support rapid reuse and redevelopment.

(2) Expedite the “screening” process, which identifies interests in excess and surplus property at realigning and closing bases.

(3) Make every reasonable effort to assist the Local Redevelopment Authority (LRA) in obtaining the available personal property needed to implement its redevelopment plan.

b. Morale, Welfare and Recreation (MWR):

(1) To provide quality, customer-valued and demand-driven programs and services during the closure period, to promote readiness and quality of life for America’s Army.

(2) To identify and safeguard all personal property purchased with nonappropriated funds (NAFs) throughout the closure period, and to dispose of excess items in accordance with applicable policies and regulations.

(3) To identify facilities constructed and/or improved with NAFs, and maintain financial records to facilitate the recovery of NAF investments, as provided by public law.

2. In order to provide continuous, quality support to soldiers, families and other patrons, it is essential that Installation Management Agency (IMA) and installation MWR managers keep abreast of the overall BRAC situation.

3. Early and continuing interface with the IMA BRAC office, installation BRAC managers and Base Transition Coordinators (BTCs) at installation level is necessary to provide information on unique aspects of MWR operations, NAF resources and to ensure a complete understanding of BRAC requirements that impact on MWR plans and actions. In addition, MWR managers are strongly encouraged to obtain a copy of the DoD Directive 4165.66M, Base Reuse and

Implementation Manual, December 1997, Office of the Deputy Secretary of Defense (Industrial Affairs and Installations). This manual provides the public law basis for BRAC actions, and includes the following provisions important to MWR:

a. Nonappropriated fund (NAF) personal property has been identified as "not available for reuse" (Chapter 4, paragraph 4.2.4). However, these items may ultimately be sold or transferred to the local community, as explained in paragraph 4d of this guide.

b. Economic development conveyances (EDC) of real property at or below the estimated fair market value (Chapter 7). Processing procedures for EDC applications have been revised to require that reviewing and approving officials are made aware of NAF investments.

c. NAFs expended to acquire construct or improve facilities on BRAC installations will be partially recovered IAW P.L. 101-510 Section 2906, as amended, i.e., a portion of the disposal proceeds equal to the depreciated value of the NAF investment in real property will be deposited in a special reserve account in the U.S. Treasury and will be transferred to the appropriate Service Nonappropriated Fund Instrumentality (NAFI). To facilitate this law Headquarters, U.S. Army Community and Family Support Center (USACFSC) will (1) submit a listing of all NAF investments in real property at BRAC installations to OSD (P&R) and the HQDA BRAC Division (see Annex O, Army BRAC 2005 Implementation Guide for installation instructions and forms), and (2) establish procedures in the MWR Guide for BRAC Installations to ensure the accurate identification of NAF investments by installation MWR and DPW representatives (see Checklist II, actions 81 thru 84).

4. The following assumptions apply:

a. Impact of BRAC actions on soldiers and families may increase demands for MWR support, e.g., additional demands for Child and Youth Services (CYS) and Army Community Service (ACS).

b. The Army's MWR Strategic Vision and Strategic Action Plan still apply, until local circumstances make complete application impractical.

c. After the announcement of installation BRAC, a steady decline in installation population will decrease customer base.

d. Frequent market analysis will be crucial.

e. There may be early losses of qualified personnel; finding qualified replacements will be more difficult than usual.

f. Funding realities may require adjustments in prioritization of programs to be delivered.

g. Consolidation of resources/activities is inevitable.

h. Transition assistance programs will be made available to both appropriated fund (APF) and NAF employees on an equitable basis, to the extent possible.

i. MWR managers will be prepared to represent the interests of other Army NAFIs at BRAC meetings. These NAFIs include Billeting, Civilian Welfare Funds (CWF) and Post Restaurant Funds (PRF).

5. Corporate/Army-wide interests of MWR must receive added emphasis during BRAC actions. Commanders and key MWR managers must ensure the requirements listed below are met. Note: As key personnel depart, IMA Regions should consider use of MWR assistance teams or other resources to facilitate continuation of necessary activities until closure, and ensure that vital actions under the BRAC scenario are carried out.

a. Provisions of AR 215-1, Nonappropriated Fund Instrumentalities and Morale, Welfare and Recreation Activities, 28 June 2004, especially:

(1) Fiduciary Responsibility (Chapter 3, Section II, paragraphs 3-4 thru 3-6).

(2) Funding (Chapter 4, Section I, paragraph 4-15)

(3) Disestablishment of NAFIs (Chapter 5, Section I, paragraph 5-4).

(4) Transfers of NAFIs (Chapter 5, Section I, paragraph 5-5).

(5) Successor-in-interest (Chapter 11, Section I, paragraph 11-3).

(6) Disposal of NAF property (Chapter 12, Section II, paragraph 12-14).

b. BRAC related MWR expenses incurred by NAFIs are included in BRAC budgets submitted by IMA Regions. Initial estimates of severance pay and costs of relocating employees and equipment are based to some degree on assumptions; and calculated IAW Annex O, Army BRAC 2005 Implementation Guide. Periodic revision will be necessary as NAF employees depart voluntarily by business-based actions or as other factors change. Note: Department of Defense Instruction 1015.15, Procedures for Establishment, Management, and Control of Nonappropriated Fund Instrumentality and Financial Management of Supporting Resources, July 16, 2003, paragraph 5.7.8, to include sub-paragraphs 1 through 5, specifies MWR realignment and closure costs are authorized funding from all BRAC accounts. Appropriated Funds (APFs) may finance costs that are a direct result of an approved BRAC action. APFs are authorized for such costs as civilian severance, civilian permanent change of station (PCS), outplacement, transportation of property, etc.. MWR/NAF requests for BRAC funding must compete with other Army requests for BRAC

funding; early planning in this area is extremely crucial (see Checklist I, actions 53 and 54 and Annex O of the Army BRAC 2005 Implementation Guide).

c. Funding of Category C MWR programs. Department of Defense Instruction 1015.15, paragraph 5.7.8.4, states that "Category C activities at installations identified for closure under BRAC procedures may receive APF support authorized for Category B activities" (also see AR 215-1, Appendix D, Table D-1, for use of available APF). The timing of such authorization will be determined by the garrison commander in coordination with the IMA Region, in order to provide essential needs and support a reasonable level of service to the remaining population (see Checklist I, action 10).

d. NAF personal property. Several goals in the DoD BRAC policy relate to making installation personal property available to the local community for use in economic redevelopment. Although personal property items owned by the NAFI may ultimately be sold or transferred to the local community, initial disposal actions will be taken IAW AR 215-1, Chapter 12, Section II, paragraph 12-14 and Annex O, Army BRAC 2005 Implementation Guide.

(1) Installation MWR managers should be familiar with the Commander's Guide to Personal Property Disposal published by the BRAC Office, OACSIM, which states that NAF-owned property will be excluded from the installation inventory provided to the local community. Immediate and periodic inventories by MWR managers are essential (see Checklist I, action 71).

(2) Library collections must be disposed of IAW provisions of AR 735-17 (see Checklist I, action 76, Checklist II, action 86, Checklist III, action 64 and Checklist IV, action 103).

(3) Hardware, software, and other components of the central MWR Management Information System (MIS) program are exempt from automatic data processing equipment (ADPE) disposal procedures and must be transferred or turned in per IMA instructions (see Checklist I, action 71, Checklist III, action 66).

(4) The sale of lost, abandoned and unclaimed property by the installation is authorized by Defense Authorization Conference Report, Section 374, 13 December 1995 that amends 10 USC 2575. Detailed plans will include actions required to establish ownership/title, and meet other legal requirements prior to time of sale (see Checklist I, actions 78 and 80, and Checklist IV, action 101).

(5) In order to transfer firearms and ammunition between two MWR activities, both must be licensed as dealers by the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF). AR 215-1, Chapter 8, Section II, paragraph 8-19 b(23) also lists other actions required, e.g., to notify the servicing ATF office of any planned disestablishment of an MWR activity holding a ATF dealer's license.

(6) Fixed assets purchased with NAF and left in place for appraisal and sale/transfer of a facility will be (1) transferred to the DPW (see Checklist II,

action 83) and (2) NAF property records will be annotated to reflect the date of transfer.

(7) NAF personal property may not be transferred to the LRA via Economic Development Conveyance (EDC), unlike APF property. However, if it is possible for the LRA to secure a "right of first refusal" (see 8 below), it should also be possible to time the NAF transfer to coincide with the EDC transfer.

(8) Local Redevelopment Authorities (LRA) may negotiate with the installation and IMA to secure a "right of first refusal" for purchase of NAF personal property at fair market value. Major requirements, critical to preserving NAFI resources, are that (1) the fair market value must be determined by the NAFI and (2) there must be a time limit for the LRA to exercise this option.

e. Real property. Installation MWR managers must monitor all plans and actions involving disposal of the Army's real property. The following MWR actions are vital to the fiduciary responsibility of each installation's chain of command and the MWR Board of Directors, regarding stewardship of soldier dollars:

(1) Prior to the sale or transfer of any real property that includes a NAF investment, and updated listing of the NAF investments must be provided to the BTC by the installation NAFI or IMA regional MWR office. Data must be (1) submitted for all facilities constructed or improved with NAF, to include fixed assets designated to remain with a facility, (2) accurately quantified, reconciled with Public Works Real Property records (see Checklist II, actions 81 thru 84), and (3) depreciated in NAFI financial documents. The specific portion of sale/disposal proceeds will be determined IAW OTJAG legal opinion of 11 August 1997.

(2) Every effort must be made to retain MWR facilities as long as the demand and usage continues. When facilities constructed or renovated with NAF are declared to be excess to government needs, negotiation options with potential purchasers are severely limited. Consider consolidation/sharing to conserve NAFs.

f. Successor-in-interest responsibilities.

(1) As soon as an installation is designated for closure, the responsible IMA Region (successor-in-interest) will review all cash requirements of the Installation MWR Fund (IMWRF) such as cash in bank, petty cash, and change funds balances. Petty cash and change funds balances should be adjusted to a minimum anticipating a reduction in operations. The cash at the IMA Region should be at least partially encumbered by NAF employee accumulated annual leave balances, estimated severance pay and estimated costs for relocation of personnel and equipment. Garrison capital expenditures will be frozen, with IMA Region approval required in all instances. All employee pay adjustments, bonuses, reassignments, promotions, etc., other than those resulting from

current statutes and regulations, also require IMA Region approval. The IMA Region will continuously monitor the IMWRF's cash balances, expenditures, and receivables (balance of receivables should begin to decline) (see Checklist I, action 56). Successor-in-interest (IMA Regions) may elect to transfer funds to NAFIs that gain eligible MWR patron base due to gaining mission(s), as missions/troop units move and begin to impact gaining installations. Final cash transfers to gaining installations will be addressed after IMWRF dissolution date/closure date of losing installation (see Checklist IV, action 70).

(2) Conduct a terminal audit IAW terminal audit guidelines.

6. The IMA Regions will advise garrison commanders of the challenges facing MWR managers in a BRAC environment. For example, an Air Force study concluded that after mass departures the need for Family/ACS programs surged to resolve an increased number of adjustment and behavior problems. The following suggestions are based on that study:

- a. Keep the mental health clinic, family support center, family advocacy, and anger-management functions fully staffed for as long as possible.
- b. During the year before closure disengage as many chronic clients as possible from the mental health clinic, by referring them to an off-base caregiver. Preserve the resources necessary to handle your own personnel.
- c. Keep unit commanders aware of mental health trends and closure plans. Make sure each plan has an active stress-reduction program (to include suicide awareness) and makes provisions for support services to encourage self-referral.
- d. Emphasize physical fitness and deglamorize alcohol as countermeasures for stress. Community fitness activities along with an adequately staffed and active fitness center are essential.
- e. Increase the outreach or visitation ministry of installation chaplains.
- f. Ensure commanders and first sergeants make frequent contact with military families whose military sponsor-spouse has departed. Unless you plan otherwise, these families can feel or become neglected.
- g. Keep the "911" emergency number available as long as possible.

7. Checklists I through IV, which follow, reflect actions necessary for MWR/NAF activities to satisfy mission/customer demands while complying with base closure requirements. The checklists are in chronological order; each is focused on actions to be taken or initiated during a specified time frame within the closure period dictated by BRAC decisions. Items within each checklist are grouped under the headings shown below, with each assigned an Arabic number. Numbers are consecutive throughout each checklist; for example the numbers shown parenthetically with each heading below are found in Checklist I.

- o COMMANDER/DPCA/DCA (Actions I-1 THRU I-15).
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC (I-21 THRU I-39)
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)) (I-41 THRU I-42)
- o FIDUCIARY RESPONSIBILITY (I-51 THRU I-56)
- o GENERAL/ADMINISTRATION (I-61 THRU I-65)
- o LOGISTICS (I-71 THRU I-80)
- o PERSONNEL (APF, NAF) (I-81 THRU I-83)

8. The Point of Contact for this document is Ms. Ida Thomas, Headquarters U.S. Army Community and Family Support Center, CFSC-SP, 4700 King Street, Alexandria, VA 22302-4419, Phone: (703) 681-7436 - DSN: 761-7436, E-mail: Ida.Thomas@cfsc.army.mil.

CHECKLIST I

ACTIONS REQUIRED IMMEDIATELY, AND CONTINUOUSLY AS APPROPRIATE THROUGHOUT THE CLOSURE PERIOD:

- o COMMANDER/DPCA/DCA: Actions I-1 THRU I-15
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Actions I-21 THRU I-39
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions I-41 THRU I-42
- o FIDUCIARY RESPONSIBILITY: Actions I-51 THRU I-56
- o GENERAL/ADMINISTRATION: Actions I-61 THRU I-65
- o LOGISTICS: Actions I-71 THRU I-80
- o PERSONNEL (APF AND NAF): Actions I-81 THRU I-83

CHECKLIST I**ACTIONS REQUIRED IMMEDIATELY AT DATE OF APPROVAL, AND
CONTINUOUSLY****(*INDICATES REQUIREMENT FOR FREQUENT REVIEW/APPROPRIATE ACTION)**

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
COMMANDER/DPCA/DCA:				
1. Participate in installation BRAC planning process as a "BRAC Committee Member," or monitor that process.	X			
2. Establish MWR closure team to carry out Installation Commander instructions and unique MWR requirements; and be responsive to Local Redevelopment Authority (LRA).	X			
3. Schedule a series of "Town Hall" meetings for all MWR employees.	X*			
4. Project MWR program/function termination dates, and last duty day for all personnel.	X			
5. Designate a single point of contact (POC) for closure of each MWR activity.	X			
6. Review policy for civilian superior performance awards to ensure adequacy during BRAC period, and adjust if necessary.	X			
7. Use all Command Information and other Public Affairs communication channels to ensure on-and off-post customers receive pertinent information in a timely manner.	X*			
8. Prepare to cope with and compensate for the early loss of qualified personnel.	X*			
9. Determine mission termination and departure dates for troop units.	X			
10. Review available funding levels during closure period, including alternative uses of NAF and APF in support of Category C MWR programs IAW DODI 1015.15 (para 5.7.1 through .5) and AR 215-1, Appendix D.	X*			
11. Schedule meeting with CPO to establish acceptable procedures for MWR managers to seek candidates for temporary jobs (APF and NAF) during closure period (see checklist Action 1-34).	X			
12. Recommend to Installation Commander that APF employees have access to Priority Placement as soon as possible.	X			

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC:				
21. Develop a closure plan; project organizational structure; consider consolidating activities; work with customers to plan for a reduction in operating hours instead of closing. Provide plan copy through the IMA Region to CFSC-SP.	X*			
22. Provide events and services, which encourage socialization, enhance esprit de corps and minimize frustration associated with change.	X*			
23. Construct time-phased projection of demographics; determine impact of unit departures, e.g., loss of customers, loss of employees (military family members).	X*			
24. Refer to last leisure needs survey; use focus group to assess impact of BRAC announcement on leisure needs demands. Prepare frequent demographic updates; review facility usage data for accuracy and appropriateness to determine need for program changes.	X*			
25. Review DoD policy on MWR and Resale Support Operations on closed installations (References 12 & 14), and monitor developments, which could result in retention of MWR activities after closure. Notify IMA Region and CFSC as necessary.	X*			
26. Review services currently provided and evaluate the possibility of obtaining services elsewhere or contracting for needed services. Coordinate with surrounding communities to establish alternative services.	X*			
27. Contact APF and NAF contracting offices to identify all outstanding MWR purchase orders and service contracts, e.g., copiers, for possible cancellation.	X*			
28. Ensure IMPAC credit cards are used for NAF purchases up to \$2,500.	X			

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
29. Formally cancel NAFMC construction and CPMC programmed for outyears and Congressionally approved projects not yet under construction. Forward requests for exception to IMA Region for limited outyear CPMC if necessary to sustain operations. Make decision to stop or complete ongoing NAF construction.	X			
30. Monitor expenditures of activities for assets; limit to items essential to operations during closure period.	X*			
31. Ensure that activity managers perform inventories of resale items more frequently on a regular basis; reduce and control.	X*			
32. Review controls over cash in larger activities; reduce activity cash funds as operations scale down. NOTE: Reduction in activity personnel could have an adverse effect on financial operations.	X*			
33. Establish patron policies, payment procedures and refund policies for closing activities.	X			
34. Network with Reserve/National Guard commands, retiree groups, former MWR employees and local community to identify candidates for temporary jobs (<u>FOR REFERRAL ONLY -TO CPO</u>).	X*			
35. Review outstanding contracts; execute timely cancellations when necessary.	X*			
36. Before termination of a construction type contract, ensure that there are plans to protect and preserve the health and safety of the site, e.g., cleanup of site, protection of serviceable materials, removal of hazards.	X*			
37. Ensure there is a place reserved for access and storage of contract files for the required periods of time (transfer to successor-in -interest if necessary).	X			
38. Establish criteria for retaining petty cash and change funds under closure scenario; recall at appropriate time.	X			

[illegible]

[illegible]

At Date of
Approval &
Continuous

1-2
Years
Before
Closure

180 Days
Before
Closure

NLT Date
of Closure

FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):

41. Develop plan for consolidation of family support activities at appropriate times.

X

42. Conduct early screening of CYS/ACS records (children/youth staff members, FCC providers), which require special instructions and initiate appropriate action.

 X^*

[illegible]

FIDUCIARY RESPONSIBILITY:

52. Track ASD payments and adjust budgets based on closure of AAFES facilities.

53. Estimate liabilities for severance pay and unpaid leave for NAF employees. Monitor/adjust continuously (see para 4b, Introduction).

54. Estimate relocation costs for NAF personnel/property/equipment affected by realignment of mission/function (see para 4b, Introduction)

55. Ensure accounting for depreciation of NAF real property (construction, renovation, all CPMC) and personal property continue within prescribed guidelines, with no change after BRAC approval date.

56. Work with successor-in-interest (IMA Region in most cases) to continuously monitor the NAFI's day-to-day working cash requirements to ultimately meet BRAC-related obligations/liabilities. Also monitor expenditures and receivables to ensure maximum preservation of funds

[illegible]

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
LOGISTICS:				
71. Inventory all items of NAF personal property, including components of the MWR MIS program, and affix tags to identify as "NAF-Owned Property."	X*			
72. Ensure that items in 71 above, as well as equipment owned by (1) firms under contract to NAFI; (2) vendors; and (3) Civilian Welfare Fund (CWF)/Post Restaurant Fund (PRF) are excluded from the inventory required by the Commander's Guide for Personal Property Disposal, and marked accordingly.	X*			
73. Write off assets that will be abandoned in place or transferred to other Federal, State and local activities.	X*			
74. Coordinate with the Directorate of Public Works for inspection and turn-in of real property.	X			
75. Identify items of NAF personal property, which become excess during the closure period, to the IMA Region. The IMA Region will coordinate disposition of excess NAF assets.	X*			
76. Transfer library materials of historic interest and dispose of worn, obsolete, and unserviceable library materials IAW AR 735-17.	X			
77. Dispose of excess NAF personal property IAW provisions of AR 215-1, e.g., transfer, sale to local community, turn-in to DRMO. Coordinate disposal action with IMA Region.	X*			
78. Develop a plan for the sale of lost, abandoned, or unclaimed personal property, IAW Defense Authorization Conference Report, Section 374, 13 Dec 95 (see Action IV-101).	X*			
79. Emphasize safety continuously.	X*			
80. Develop a plan for disposal of all vehicles owned/used by the NAFI. a. Turn in all unserviceable vehicles to DRMO.	X*			

[illegible]

At Date of
Approval &
Continuous

1-2
Years
Before
Closure

180 Days
Before
Closure

NLT Date
of Closure

PERSONNEL (APF AND NAF):

81. Generate a list of APF and NAF employees showing the last day each employee will be on the MWR payroll (see Action 1-4).

 X^*

82. In coordination with CPO, prepare and deliver notices of separation to excess MWR employees (APF and NAF).

 X^*

83. Coordinate personnel actions with CPO to ensure that release of closeout personnel (audit POC, CAO, program managers, etc.) does not conflict with completion of closeout schedule.

 X^*

CHECKLIST II

ACTIONS REQUIRED ONE TO TWO YEARS BEFORE CLOSURE:

- o COMMANDER/DPCA/DCA: Actions II-1 THRU II-13
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Actions II-21 THRU II-33
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions II-41 THRU II-53
- o FIDUCIARY RESPONSIBILITY: Actions II-61 THRU II-67
- o GENERAL/ADMINISTRATION: No actions for initial distribution
- o LOGISTICS: Actions II-81 THRU II-86
- o PERSONNEL (APF AND NAF): No actions for initial distribution

CHECKLIST II**ACTIONS REQUIRED 1-2 YEARS BEFORE CLOSURE****(*INDICATES REQUIREMENT FOR FREQUENT REVIEW/APPROPRIATE ACTION)**

CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
COMMANDER/DPCA/DCA:				
1. Update surveys/focus group data to identify priority of needed service.		X		
2. Include members of military and civilian communities in planning process. Support is needed for ideas/plans.		X		
3. Establish closure team to include volunteers from both the military and civilian communities. Meet regularly to keep all informed (core members should be the POCs identified upon notification of BRAC)		X		
4. Establish priority and date for closure. Obtain regional/IMA approval.		X		
5. Develop projected organizational structure. Obtain regional/IMA approval.		X		
6. Develop/publish closure plan. Complete coordination and obtain regional/IMA approval.		X		
7. Develop/publish plan for disposal of assets. Obtain regional/IMA approval.		X		
8. Finalize plans for: Audit, personnel inventory: 100% NAF/APF property inventory, successor-in-interest, NAF property sales/auctions.		X		
9. Use all available media to inform the community.		X		
10. Ensure that release of personnel does not conflict with completion of closure actions.		X		
11. Review needs for borrowed manpower and use when available.		X		
12. Cease operation of activities based on patron demand.		X		
13. Determine disposition of MWR facilities in coordination with Director of Public Works.		X		

CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC:				
21. Work with surrounding civilian communities and agencies to secure alternative services, to include contracted services.		X		
22. Determine, which programs can be eliminated or continued. Priority should be given to programs run by volunteers and self-directed programs that support military mission and family readiness.		X		
23. Automotive Skills Program: a. Develop plan to scale down patron projects to ensure completion before closure; phase down other tasks except those taking only a few hours to accomplish, establish/enforce abandon vehicle policy IAW PMO/DRMO policies. b. Maintain staffs of recreational and skills centers programs at levels to meet demands and assist in the reduction of stress levels in individuals. c. Reduce levels of resale inventory in proportion to reduction in programs offerings.		X		
24. Installations with "franchise" theme operations coordinate with regional/IMA/CFSC for closure procedures.		X		
25. In coordination with IMA, Public Works, etc., develop closure plan for the Better Opportunities for Single Soldiers (BOSS) program, to include transfer of "seed money" to IMA for redistribution.		X		
26. Establish/revise personnel requirements document.		X		
27. Review internal controls to prevent misappropriations. Seek Internal Review assistance/guidance.		X		
28. Require/monitor changes to RIMP coverage. Update monthly.		X		
29. Coordinate environmental actions with Public Works.		X		

CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
<i>FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):</i>				
41. Ensure installation has viable Installation Child and Youth Operations Plan (ICOP) so CYS programs can "rightsize".		X		
42. Coordinate the following strategies with the Directorate of Personnel and Community Activities (DPCA), the Directorate of Resource Management (DRM), and the Civilian Personnel Office (CPO): a. No resignation required prior to recruitment of a replacement employee. b. DRM and CPO expedite all recruitment action for CYS/ACS. Use procedures outlined on page 37 of the Army CYS Installation Mobilization and Contingency (MAC) Plan Workbook (Jan 03) re. background checks. c. Initiate a concentrated marketing campaign to attract additional applications. d. Prioritize CYS/ACS positions as among the most critical to retain during downsizing. e. Consider using two 20 hour per week employees, or intermittents instead of one 40-hour employee when possible. f. Consider recruiting borrowed military manpower (when available and appropriate) to fill positions vacated by family members.		X		
43. Identify community resources available to soldiers/families transitioning out of the Army.		X		
44. ACS should identify soldiers with exceptional family members to PERSCOM so availability of services can be determined prior to movement.		X		
45. Identify strategies for providing child care as services are being reduced: a. Cut back or eliminate CYS programs that do not meet mission requirements of the community. Focus on programs and organizations directly involved in supporting downsizing efforts for working parents. Freeze waiting lists. b. Ensure CYS programs meet mission requirements or QOL initiative of the cmnty.		X		

CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
<p>c. Consider using vacant quarters as Child Development Homes in lieu of maintaining large Child Development Center (CDC) or School Age Services (SAS) facilities.</p> <p>d. Consider developing Neighborhood Activity Homes in lieu of operating Youth Services facilities.</p>				
<p>46. Strategies for FCC:</p> <p>a. Streamline FCC certification process.</p> <p>b. Ensure monitoring staff members carry full caseloads or double function as management staff in center programs.</p> <p>c. Use/increase FCC subsidies to recruit providers.</p>		X		
<p>47. Others strategies for CYS programs:</p> <p>a. Accept payment of fees only during limited hours and require patrons to pay by check or money order to reduce staff time required for processing.</p> <p>b. Minimize required reports at all command levels except those related to or required by law.</p>		X		
<p>48. Maintain staffs at ACS centers at levels consistent with demand, to handle increased stress and walk-ins. Request exemption to hiring freeze (identify staff that will depart with soldiers).</p>		X		
<p>49. ACS Unit Service Coordinators should contact units to provide relocation assistance, financial counseling, stress management.</p>		X		
<p>50. Expand the spouse employment program to include assistance to CPO in recruiting local temporary personnel, emphasize assistance to all installation military and civilian personnel with career assistance and employment opportunities. FMEAP should expand their contact with local employers and state employment services.</p>		X		
<p>51. ACS should expand contact with members of the local utility waiver program.</p>		X		
<p>52. ACS should step up sponsorship program awareness and sponsorship training.</p>		X		
<p>53. Financial counseling and new parent support program staff should organize client</p>		X		

[illegible]

[illegible]

CHECKLIST III

ACTIONS REQUIRED 180 DAYS BEFORE CLOSURE:

- o COMMANDER/DPCA/DCA: Actions III-1 THRU III-9
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Action III-11
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions III-21 THRU III-32
- o FIDUCIARY RESPONSIBILITY: Actions III-41 THRU III-44
- o GENERAL/ADMINISTRATION: Action III-51
- o LOGISTICS: Actions III-61 THRU III-66
- o PERSONNEL (APF AND NAF): Action III-71 THRU III-72

CHECKLIST III

ACTIONS REQUIRED 180 DAYS BEFORE CLOSURE

(*INDICATES REQUIREMENT FOR FREQUENT REVIEW/APPROPRIATE ACTION)

[illegible]

CHECKLIST III Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
<i>FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):</i>				
21. Ensure transfer of additional manpower authorizations (received as a result of the Military Child Care Act) back to IMA for redistribution or transfer to gaining installations.			X	
22. Establish a child care priority policy to ensure relocating families have equal access to care.			X	
23. Identify suitable off-post care options through Resource and Referral as portions of CDS/YS close or, if necessary, to expand services.			X*	
24. Use Army-wide CDS Resource and Referral to facilitate coordination between losing and gaining installation CDS Coordinators/YS Directors.			X*	
25. ACS step up unit outreach and emphasize prevention services.			X*	
26. ACS step up contact with civilian human services agencies to facilitate assistance for soldiers and families.			X*	
27. Include retirees in ACS briefings.			X*	
28. Relocate ACS near permanent centralized facility.			X	
29. Ensure effective family support, mental health, and transition assistance programs exist and are staffed to meet demands.			X*	
30. Coordinate to determine the last date on which people will be assigned to family housing.			X	
31. Monitor CYS program usage and determine child care/youth supervision needs.			X*	
32. Conduct relocation and job fairs.			X*	

[illegible]

CHECKLIST IV

ACTIONS REQUIRED AT: CLOSURE DATE (CD)
 BEFORE CLOSURE, E.G., C-120 DAYS
 AFTER CLOSURE, E.G., C+30 DAYS

- o COMMANDER/DPCA/DCA: Actions IV-1 THRU IV-5
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Actions IV-11 THRU IV-20
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions IV-31 THRU IV-33
- o FIDUCIARY RESPONSIBILITY: Actions IV-44 THRU IV-72
- o GENERAL/ADMINISTRATION: Actions IV-82 THRU IV-91
- o LOGISTICS: Actions IV-101 THRU IV-108
- o PERSONNEL (APF AND NAF): Actions IV-111 THRU IV-119

CHECKLIST IV

ACTIONS REQUIRED AT CLOSURE DATE (CD), BEFORE (-) OR AFTER (+)

[illegible]

CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
<i>FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):</i>				
31. Review/clarify patron policies on: notification prior to withdrawal of children, payment procedures, refund policies, debt liquidation, etc.				C-120
32. CYS:				
a. Continue required local CYS inspections (maintain standards until closure to avoid serious problems).				C-120
b. Be flexible about staff utilization (e.g. consider hiring FCC providers as CYS employees). c. Increase flexible scheduled staff hours, if needed, to cover required staff to child/youth ratios.				C-90
d. Maximize space and staff usage, e.g. combine children and arrange multi-age classrooms. e. Develop closure plans for food program (e.g. deplete food stock, designate dates (after closure) for disposal of kitchen equipment and property).				C-60
33. ACS:				
a. Unit Service Coordinators (USCs) step up contact with remaining units (military and civilian).				C-90
b. Continue emphasis on staffing center to meet workload demand for relocation/transition assistance, with adjustment as population declines. c. Transfer any remaining service records to soldiers' gaining ACS. d. Prepare all administrative files for retirement per regulations.				C-60

CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
<i>FIDUCIARY RESPONSIBILITIES:</i>				
41. Notify vendors of dissolution of Fund; invoices must be presented NLT 15 days prior to dissolution.				C-120
42. Increase coordination with successor-in-interest (IMA Region).				C-120
43. Adjust amounts required in severance pay liability account.				C-120
44. Coordinate with Central Accounting Office.				C-120
45. Monitor current accounts receivable and collect outstanding receivables.				C-120
46. Ensure IMA Region provides POC for terminal audit.				C-120
47. Provide community a list of refund policies, rental cutoff dates, and similar information. Include list of local military and civilian businesses where services are available.				C-90
48. In coordination with CPO, compute cost for employees to be separated.				C-90
49. Review status of outstanding NAF/APF purchase requests.				C-90
50. Recall petty cash and change funds as facilities and activities close.				C-90
51. Write off assets to be abandoned in place or transferred to APF.				C-90
52. Stop all check cashing and payment by check and credit cards within the NAFI.				C-90
53. Notify IMA Region of all contracts that cannot be canceled.				C-90
54. Coordinate with NAFI activities for insurance cancellation (RIMP).				C-90
55. Again notify vendors to present invoices 15 days prior to dissolution.				C-90
56. Review status of outstanding NAF/APF purchase requests (cancel/modify).				C-60
57. Finalize changes needed in budget and submit requirements.				C-60

NOTE: Successor-in-interest establishes a “dissolution date”, e.g., sixty days prior to base closure date.

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3. Memorandum, Department of the Army, Office of the General Counsel, 3 January 1994, subject: Use of Defense Base Realignment and Closure (BRAC) Account Funds for NAF Severance and Relocation Pay.
4. Memorandum, ASD (Personnel and Readiness), 10 February 1994, subject: Transition Assistance (Annex A).
5. Memorandum, SEC DEF, 19 April 1994, subject: Transition Assistance (Annex B).
6. Memorandum, CFSC-RM-C (310-2d), 3 May 1994, subject: Use of Appropriated Base Realignment and Closure (BRAC) Funds for Nonappropriated Fund (NAF) Severance Pay (Annex C).
7. Memorandum, DAIM-BO, 28 February 1995, subject: Headquarters, Department of the Army Base Realignment and Closure (BRAC) Implementation Guidance - BRAC 95 (Annex O at Annex D).
8. Memorandum, CFSC-RM-C, 22 March 1995, subject: FY 96 Nonappropriated Fund (NAF) Financial Management Operating Guidance.
9. Commander's Guide to Personal Property Disposal, BRAC Office, OACSIM, DA, July 1995.
10. Memorandum, ASD (Economic Security), 18 September 1995, subject: Date of Approval of BRAC '95 List.
11. Memorandum, ASD (FMP), 21 September 1995, subject: MWR and Resale Support Operations on Closed Installations.
12. Memorandum, CFSC-PN, 30 Oct 95, subject: MWR and Resale Support Operations on Closed Installations.
13. DODDI 1015-10, 3 November 1995, subject: Programs for Military Morale, Welfare, and Recreation (MWR).
14. Draft DoD 1401.1-M, Appendix I, Civilian Assistance and Re-

Employment (CARE) for NAF Employees Affected by Base Realignment and Closure (BRAC) (Annex E).

15. DoD Base Reuse Implementation Manual (DoD 4165.66-M), December 1997.
16. AR 215-1, Nonappropriated Fund Instrumentalities and Morale, Welfare, and Recreation Activities, 28 June 2004.
17. Army BRAC 2005 Implementation Guide